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Proposed programme budget for the biennium 2012-2013*

Part VIII
Common support services

Section 29C
Office of Human Resources Management

(Programme 24 of the strategic framework for the period 2012-2013)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-sixth Session, Supplement No. 6* (A/66/6/Add.1).

** *Official Records of the General Assembly, Sixty-fifth Session, Supplement No. 6* (A/65/6/Rev.1).

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Overview

Table 29C.1 **Estimate of expenditure**

Proposal submitted by the Secretary-General	$73,184,600[a]
Revised appropriation for 2010-2011	$74,614,600

[a] At 2010-2011 rates.

Table 29C.2 **Proposed staffing resources**

Posts	*Number*	*Level*
Regular budget		
Proposed for the biennium 2012-2013	177	1 ASG, 3 D-2, 5 D-1, 17 P-5, 23 P-4, 19 P-3, 14 P-2/1, 11 GS (PL), 84 GS (OL)
Approved for the biennium 2010-2011	177	1 ASG, 3 D-2, 5 D-1, 17 P-5, 23 P-4, 19 P-3, 14 P-2/1, 11 GS (PL), 84 GS (OL)

Abbreviations: ASG, Assistant Secretary-General; GS, General Service; PL, Principal level; OL, Other level.

29C.1 The Office of Human Resources Management is responsible for implementing the programme of work under section 29C, with support from the relevant organizational units of the United Nations located at offices away from Headquarters. The overall responsibilities of the Office are set out in Secretary-General's bulletin ST/SGB/2004/8. The Office of Human Resources Management plays a strategic role in supporting the Organization in aligning its human resources capacity to meet emerging challenges and in the establishment of new entities. Substantively, the Office develops and maintains the human resources management infrastructure through policy and system development, provides advice, monitors performance and develops the skills and potential of staff of the Secretariat consistent with the mandates set forth by the General Assembly.

29C.2 The activities proposed under section 29C fall within subprogramme 3, Human resources management, of programme 24, Management and support services, of the strategic framework for the period 2012-2013 (A/65/6/Rev.1). The primary objective of this subprogramme is to provide an integrated and modern human resources service that supports a versatile, high performing, multi-skilled and mobile workforce of the future, and in particular, the reform measures mandated by Member States, as set out in the provisions of General Assembly resolutions 63/250 and 65/247.

29C.3 The reform initiatives in human resources management flowing most recently from resolution 65/247 include work on contractual arrangements and harmonization of conditions of service, recruitment, mobility and career development. Harmonization of conditions of service represents a significant development as it will ultimately mean that, once the transition period is complete, the Secretariat and other offices, agencies, funds and programmes employ staff on a level playing field, which will enhance the ability of the Organization to deliver as one and enhance interoperability. In terms of the other reforms, the Office will be taking forward the mandate entrusted to it to enhance recruitment processes, including for young professionals, and continue to build and improve upon the performance and talent management systems and its technological platform, Inspira.

29C.4 It is expected that during the biennium, the Office of Human Resources Management will achieve progress in the following areas in human resources management reform:

(a) Human resources management scorecard: accountability for human resources management will be strengthened with this new tool and procedure for monitoring human resources management performance, which replaces the human resources action plans and augments existing monitoring efforts. The scorecard will enable self-monitoring by departments, offices and field operations and central monitoring by the Office of Human Resources Management as well as the Management Performance Board. It aims to enhance data-driven decision-making for improving the efficiency, effectiveness and compliance of human resources management in the Organization;

(b) Recruitment: the strengthened recruitment function will support managers in their selection of staff through pre-screening and mechanisms to shorten selection times and improve, inter alia, geographical and gender representation in the Organization through targeted outreach;

(c) Mobility: the voluntary mobility project VINEs based on occupational networks will continue;

(d) Contractual arrangements: the Office will draw up alternative frameworks for the continuing appointments as mandated by General Assembly resolution 65/247;

(e) Leadership, staff development and career support: training and development programmes will be expanded. Management and leadership training will be strengthened and mandatory induction requirements will be introduced for senior leaders. An expanded programme for staff will include online learning and gender mainstreaming programmes, as well as substantive, technical and technological skills, and language and communications programmes;

(f) Monitoring: the Office will continue to strengthen the monitoring function to focus on the effective implementation of the delegation of authority, and increased monitoring efforts to identify inconsistent implementation of policies will be pursued;

(g) Information technology: the Office will continue to develop and enhance the technological platform to underpin the efficient management of the global human resources of the Organization;

(h) Medical services: the Office will modernize and enhance its services to staff and continue to contribute to a healthier Secretariat workforce, in particular to promote health in hardship locations, including through psychological support and disease awareness, and will enhance efforts to ensure implementation of medical aspects of the United Nations personnel policy on HIV/AIDS;

(i) Staff-management relations: outreach to, and consultation with staff, including staff representatives, in developing and implementing human resources policy, will be continued.

29C.5 The overall level of resources for the Office of Human Resources Management for the biennium 2012-2013 amounts to $73,184,600 (before recosting), reflecting a decrease of $1,430,000, or 1.9 per cent, as compared with the revised appropriation for the biennium 2010-2011.

29C.6 The net change in overall resources results from the following:

(a) A net decrease of $332,400 under executive direction and management, reflecting the discontinuation of one-time provisions under consultants and furniture and equipment, approved by the General Assembly in section II of its resolution 64/260 for the establishment of the Emergency Preparedness and Support Team, pending a review by the Assembly at its

sixty-sixth session of the related requirements ($211,300) and the reduction of requirements under various non-post objects of expenditure, reflecting best efforts to streamline the process of production of outputs and delivery of services ($121,100);

(b) A net decrease of $1,447,600 under programme of work, consisting of:

(i) A net increase of $30,400 under Policy, reflecting the delayed impact in respect of a post at the P-2 level ($101,800), established in the context of the programme budget for the biennium 2010-2011 and approved by the General Assembly in its resolution 64/243, partly offset by a decrease of $71,400 under various non-post objects of expenditure, reflecting best efforts to streamline the process of production of outputs and delivery of services;

(ii) A net decrease of $336,100 under strategic planning and staffing, including: (a) a net decrease of $200,800, resulting from the proposed outward redeployment of two General Service (Other level) posts, comprising the staff complement of the Personnel Records Unit, to the Learning, Development and Human Resources Services Division ($302,600), partly offset by an increase owing to the delayed impact of a post at the P-2 level, established in the context of the programme budget for the biennium 2010-2011 ($101,800); and (b) a net decrease of $135,300, resulting from the reduction of requirements under various non-post objects of expenditure, reflecting the best efforts to streamline the process of production of outputs and delivery of services ($175,300), partly offset by an increase under consultants ($40,000);

(iii) A net decrease of $1,504,300 under learning, development and human resources services, resulting from: (a) a decrease under contractual services due to the review and reprioritization of the conduct of training activities ($1,755,900); (b) a reduction of requirements under various non-post objects of expenditure, reflecting best efforts to streamline the process of the outputs production and services delivery ($51,000); partly offset by (c) an increase of $302,600 owing to the proposed inward redeployment of two General Service (Other level) posts, comprising the staff complement of the Personnel Records Unit;

(iv) A net increase of $244,500 under medical services, resulting from: (a) an increase of $350,000, representing the contribution to the implementation plan and budget for the biennium 2012-2013 of the United Nations system common programme "UN Cares"; (b) an increase under general operating expenses and furniture and equipment relating mainly to the acquisition, maintenance and repair of medical equipment ($21,500), partly offset by; (c) the discontinuation of the provision representing the one-time requirement for services of outside experts in the areas of the content preparation, graphic design and programming of the online HIV awareness training programme ($69,700); and (d) a reduction of requirements under various non-post objects of expenditure, reflecting best efforts to streamline the process of production of outputs and delivery of services ($57,300);

(v) An increase of $467,900 under human resources information systems, resulting from: (a) additional requirements under contractual services to cover support for existing and new electronic applications ($336,700); (b) additional requirements under furniture and equipment to provide for the replacement of standard computer equipment based on its useful life ($142,800); partly offset by (c) a reduction of requirements under various non-post objects of expenditure, reflecting best efforts to streamline the process of production of outputs and delivery of services ($11,600).

29C.7 The regular budget resources would be complemented by additional resources, derived primarily from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes; as well as from the support account for peacekeeping operations and from substantive trust funds in support of the activities of the Office to finance various activities relating mostly to guidance and advice on the implementation of human resources policies and operational procedures. For the biennium 2012-2013, total extrabudgetary resources to be received are estimated at $30,142,200, including: (a) programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes ($8,149,200), including continued funding of 17 posts (5 in the Professional and 12 in the General Service categories); (b) resources from the support account for peacekeeping operations ($21,861,000), including continued funding of 47 posts (27 in the Professional and 20 in the General Service categories); and (c) income from the French language Trust Fund ($8,000) and from the Trust Fund to Promote Information to United Nations Staff about the Work of the Organization ($124,000).

29C.8 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of self-monitoring and evaluation would amount to $489,600, reflected under various divisions, services and sections. Resources from the regular budget in the amount of $411,100 and from extrabudgetary sources in the amount of $78,500 would be equivalent to 30 work-months at the Professional level and 14 work-months at the General Service level.

29C.9 The estimated percentage distribution of the total resources for the Office of Human Resources Management for the biennium 2012-2013 is as shown in table 29C.3. The resource requirements by component and the post requirements are summarized in tables 29C.4 and 29C.5, respectively.

Table 29C.3 **Distribution of resources by component**

(Percentage)

Component	*Regular budget*	*Other assessed*	*Extrabudgetary*
A. Executive direction and management	6.4	—	1.5
B. Programme of work			
1. Policy	7.6	24.9	36.0
2. Strategic planning and staffing	16.4	12.1	9.2
3. Learning, development, and human resources services	52.5	12.3	12.0
4. Medical services	7.8	10.4	41.3
5. Human resources information systems	9.3	40.3	—
Subtotal B	**93.6**	**100.0**	**98.5**
Total	**100.0**	**100.0**	**100.0**

Table 29C.4 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2008-2009 expenditure*	*2010-2011 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2012-2013 estimate*
			Amount	*Percentage*			
A. Executive direction and management	3 154.3	5 042.5	(332.4)	(6.6)	4 710.1	103.6	4 813.7
B. Programme of work							
1. Policy	8 448.4	5 528.6	30.4	0.5	5 559.0	47.5	5 606.5

Component	2008-2009 expenditure	2010-2011 appropriation	Resource growth		Total before recosting	Recosting	2012-2013 estimate
			Amount	Percentage			
2. Strategic planning and staffing	17 142.7	12 348.7	(336.1)	(2.7)	12 012.6	117.2	12 129.8
3. Learning, development and human resources services	37 776.7	39 910.8	(1 504.3)	(3.8)	38 406.5	986.5	39 393.0
4. Medical services	6 705.5	5 468.0	244.5	4.5	5 712.5	116.3	5 828.8
5. Human resources information systems	—	6 316.0	467.9	7.4	6 783.9	167.3	6 951.2
Subtotal (1)	**73 227.6**	**74 614.6**	**(1 430.0)**	**(1.9)**	**73 184.6**	**1 538.4**	**74 723.0**

(2) *Other assessed*[a]

Component	2008-2009 expenditure	2010-2011 appropriation	2012-2013 estimate
A. Executive direction and management	—	—	—
B. Programme of work			
1. Policy	4 088.2	4 940.3	5 432.7
2. Strategic planning and staffing	2 743.5	2 645.4	2 649.6
3. Learning, development and human resources services	2 956.5	2 248.2	2 697.7
4. Medical services	2 007.0	2 146.6	2 267.8
5. Human resources information systems	—	7 817.8	8 813.2
Subtotal (2)	**11 795.2**	**19 816.3**	**21 861.0**

(3) *Extrabudgetary*[b]

Component	2008-2009 expenditure	2010-2011 appropriation	2012-2013 estimate
A. Executive direction and management	30.5	124.2	124.0
B. Programme of work			
1. Policy	2 137.1	2 727.1	2 979.2
2. Strategic planning and staffing	—	709.5	764.4
3. Learning, development and human resources services	745.2	988.6	992.6
4. Medical services	2 415.2	3 258.1	3 421.0
5. Human resources information systems	—	—	—
Subtotal (3)	**5 328.0**	**7 807.5**	**8 281.2**
Total (1), (2) and (3)	**90 350.8**	**102 238.4**	**104 865.2**

[a] Resource requirements financed exclusively by the support account for peacekeeping operations.

[b] Resource requirements financed from extrabudgetary resources derived from programme support income received as reimbursement for support to extrabudgetary administrative structures, and support to extrabudgetary substantive activities.

Table 29C.5 **Post requirements**

Category	*Established regular budget posts*		*Temporary posts*						*Total*	
			Regular budget		*Other assessed*[a]		*Extrabudgetary*[b]			
	2010-2011	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*	*2010-2011*	*2012-2013*
Professional and above										
ASG	1	1	—	—	—	—	—	—	1	1
D-2	3	3	—	—	—	—	—	—	3	3
D-1	5	5	—	—	—	—	—	—	5	5
P-5	17	17	—	—	2	2	1	1	20	20
P-4/3	39	39	3	3	24	24	4	4	70	70
P-2/1	13	13	1	1	1	1	—	—	15	15
Subtotal	**78**	**78**	**4**	**4**	**27**	**27**	**5**	**5**	**114**	**114**
General Service										
Principal level	11	11	—	—	1	1	3	3	15	15
Other level	82	82	2	2	19	19	9	9	112	112
Subtotal	**93**	**93**	**2**	**2**	**20**	**20**	**12**	**12**	**127**	**127**
Total	**171**	**171**	**6**	**6**	**47**	**47**	**17**	**17**	**241**	**241**

[a] Resource requirements financed exclusively by the support account for peacekeeping operations.

[b] Resource requirements financed from extrabudgetary resources derived from programme support income received as reimbursement for support to extrabudgetary administrative structures.

A. Executive direction and management

Resource requirements (before recosting): $4,710,100

29C.10 The Assistant Secretary-General for Human Resources Management provides the Secretary-General, through the Under-Secretary-General for Management, with advice and support on all matters that relate to the direction and coordination of human resources management strategies, policies and programmes throughout the Secretariat. The Assistant Secretary-General represents the Secretary-General on matters pertaining to human resources management vis-à-vis representatives of Member and observer States at meetings of the Main Committees of the General Assembly, the Committee for Programme and Coordination, the Advisory Committee on Administrative and Budgetary Questions, the United Nations System Chief Executives Board for Coordination (CEB) and its subsidiary bodies and other intergovernmental bodies, international organizations, governmental and non-governmental organizations, the International Civil Service Commission and other programmes and organizations of the United Nations system, as well as with the media, and represents management in the conduct of staff-management consultations, as envisaged in chapter VIII of the Staff Rules.

29C.11 With respect to staff-management consultations and communications with staff worldwide, the Assistant Secretary-General continues to be the primary interlocutor with the staff consultation machinery on a worldwide basis. In addition, the immediate office of the Assistant Secretary-General is responsible for communicating with staff at large through various means and for exchanging views with staff on various aspects of human resources management.

29C.12 During the biennium 2012-2013, the Office of the Assistant Secretary-General will continue to focus on the implementation of human resources reforms as set out in resolution 65/247.

29C.13 The Emergency Preparedness and Support Unit established by the General Assembly in section II of its resolution 64/260 to provide a dedicated capacity for the support of survivors and the families of those who perish or are injured as the result of a malicious act, natural disaster or other emergency, has been placed in the Office of the Assistant Secretary-General, pending a review of its requirements by the General Assembly at its sixty-sixth session in the context of the related report of the Secretary-General.

29C.14 The Emergency Preparedness and Support Unit will continue to coordinate and lead the reinforced capabilities in emergency preparedness and support functions across the organizational structure of the Office of Human Resources Management by collaborating with departments within the Secretariat and United Nations agencies, funds and programmes in three major areas: risk-based preparedness, emergency response and post-emergency response. In addition, it is expected that the Emergency Preparedness and Support Unit would act as the team that oversees the coordination and monitoring of case management in post-crisis support and assists in building capacity in emergency preparedness and support by training a cadre of United Nations staff.

Table 29C.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve and enhance the development, implementation, application and coordination of human resources management strategies, policies and programmes throughout the Secretariat

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved human resources management, taking into account the Organization's needs and those of staff, to enable it to meet the mandates of Member States	(a) Continuous improvement in human resources policies, practices and programmes *Performance measures* (Number of improvements realized in the biennium) 2008-2009: 14 improvements Estimate 2010-2011: 14 improvements Target 2012-2013: 14 improvements
(b) Programme of work is effectively managed	(b) (i) Timely delivery of outputs and services *Performance measures* (Percentage of output delivery within established deadlines) 2008-2009: 90 per cent Estimate 2010-2011: 90 per cent Target 2012-2013: 90 per cent

	(ii) Efficient and effective use of resources
	Performance measures
	(Percentage of expenditure compared with funds available)
	2008-2009: 100 per cent
	Estimate 2010-2011: 100 per cent
	Target 2012-2013: 100 per cent

External factors

29C.15 The objectives and expected accomplishments under executive direction and management are expected to be achieved on the assumption that (a) stakeholders will be supportive of the efforts of and will extend full cooperation to the Office of Human Resources Management and (b) the staff-management consultative process will contribute positively to human resources management reform.

Outputs

29C.16 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) Representing the Secretary-General at meetings of intergovernmental/expert bodies on human resources management matters;

(ii) Strategic guidance and management oversight concerning human resources management in the Secretariat, including authorization and review of delegation of authority relating to human resources matters;

(b) Other substantive activities (regular budget and extrabudgetary):

(i) Representation at, and convening of, meetings with human resources management professionals of the Secretariat, offices away from Headquarters and United Nations funds and programmes and specialized agencies on issues of common concern;

(ii) Strengthen emergency preparedness mechanisms:

a. Improving preparedness at duty stations and country offices for responding to mass casualty incidents through training of 200-250 staff members across seven duty stations annually to provide immediate on-site response;

b. Developing and implementing standardized preparedness guidelines regarding mass casualty incident planning, including, inter alia:

i. An emergency support toolkit, handbooks and user-friendly guidelines containing important information for survivors and families;

ii. Reliable systems of information and assistance to post-incident focal points, particularly in the medium and long term;

iii. Materials to address the special needs of certain groups, for example, women, the elderly, children, and others with special needs;

c. Creating a centralized roster of standby response teams (family focal points, family support teams and United Nations medical emergency response team), stress counsellors and regional facilities available for initial response, and monitoring and provision of support for duty stations in the evaluation and testing of their emergency medical preparedness plans in three locations annually;

d. Updating and maintaining communications tools, such as e-room/e-portal and websites, via which survivors and assigned focal points (family focal points and family support teams) will be able to facilitate the updating of shared information. These tools will also enable the sharing of information and the tracking of claims by survivors and family members and provide a means by which the Organization can communicate necessary information;

e. Organizing training and briefing sessions for managers and staff, both at Headquarters and in the field, with respect to the provision of assistance to survivors and family members in the aftermath of emergencies;

f. Coordinating efforts with other Secretariat and inter-agency groups responsible for examining and developing policies that affect survivors and family members, for example, the High-level Committee on Management and the Human Resources Network of CEB.

Table 29C.7 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
Regular budget				
Post	2 255.8	2 255.8	8	8
Non-post	2 786.7	2 454.3	—	—
Subtotal	**5 042.5**	**4 710.1**	**8**	**8**
Other assessed	—	—	—	—
Extrabudgetary	124.2	124.0	—	—
Total	**5 166.7**	**4 834.1**	**8**	**8**

29C.17 The amount of $2,255,800 would provide for the continuation of eight posts (1 Assistant Secretary-General, 1 P-5, 2 P-4 and 4 General Service (Other level)) shown in table 29C.7. The non-post requirements of $2,454,300, reflecting a decrease of $332,400, would cover, inter alia, general temporary assistance, travel of staff, as well as various operating requirements. The decrease of $332,400 in non-post requirements is owing to the discontinuation of the one-time provision under consultants and furniture and equipment, approved by the General Assembly in section II of its resolution 64/260, for the establishment of the Emergency Preparedness and Support Unit, pending a review by the General Assembly at the sixty-sixth session of the related requirements ($211,300) and the reduction of requirements under various non-post objects of expenditure, reflecting best efforts to streamline the process of production of outputs and delivery of services ($121,100).

29C.18 During the biennium 2012-2013, projected extrabudgetary resources of $124,000 would be used for the continued development of the architecture for the United Nations careers portal and the talent management website.

B. Programme of work

Table 29C.8 **Resource requirements by component**

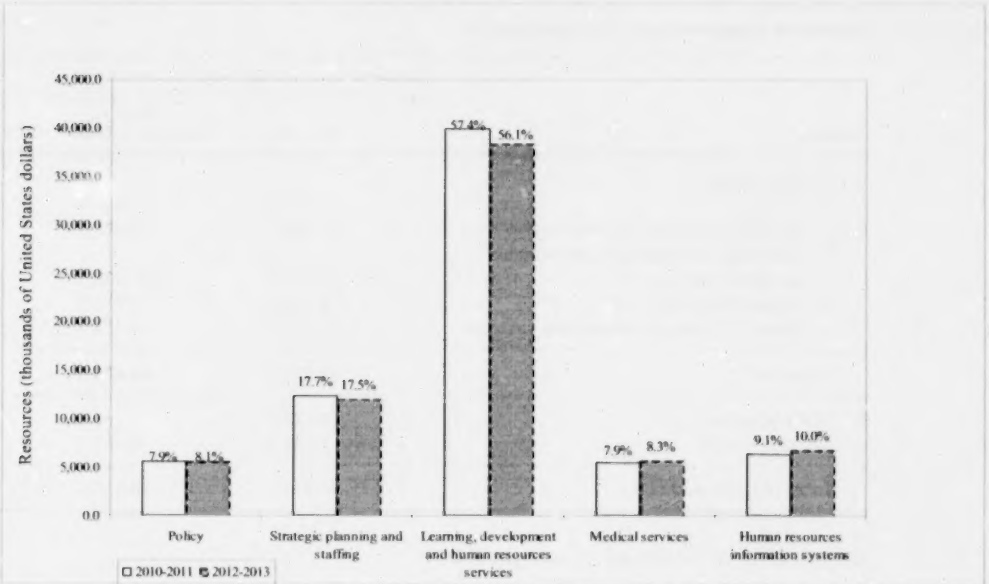
Category	Resources (thousands of United States dollars) 2010-2011	Resources (thousands of United States dollars) 2012-2013 (before recosting)	Posts 2010-2011	Posts 2012-2013
A. Regular budget				
1. Policy	5 528.6	5 559.0	20	20
2. Strategic planning and staffing	12 348.7	12 012.6	48	46
3. Learning, development and human resources services	39 910.8	38 406.5	65	67
4. Medical services	5 468.0	5 712.5	18	18
5. Human resources information systems	6 316.0	6 783.9	18	18
Subtotal	**69 572.1**	**68 474.5**	**169**	**169**
B. Other assessed	19 816.3	21 861.0	47	47
C. Extrabudgetary	7 683.3	8 157.2	17	17
Total (A), (B) and (C)	**97 071.7**	**98 492.7**	**233**	**233**

Distribution of resources by component

(Percentage)

Component	Regular budget	Other assessed	Extrabudgetary
Programme of work			
1. Policy	8.1	24.9	36.5
2. Strategic planning and staffing	17.5	12.1	9.4
3. Learning, development and human resources services	56.1	12.3	12.2
4. Medical services	8.3	10.4	41.9
5. Human resources information systems	10.0	40.3	—
Total	**100.0**	**100.0**	**100.0**

Regular budget resource requirements by component



29C.19 The changes in resources under various components as compared with the appropriations for the biennium 2010-2011 reflect: (a) the proposed redeployment of two General Service (Other level) posts, comprising the staff complement of the Personnel Records Unit, from the Strategic Planning and Staffing Division to the Learning, Development and Human Resources Services Division; and (b) the reduction of requirements under various non-post objects of expenditure, reflecting best efforts to streamline the process of production of outputs and delivery of services; partly offset by (c) the delayed impact of a P-2 post in the Human Resources Policy Service, established in the context of the 2010-2011 programme budget; (d) the contribution to the implementation plan and budget for the biennium 2012-2013 of the United Nations system common programme "UN Cares"; and (e) an increase in requirements in the Human Resources Information Systems Section for support for new electronic applications and for the replacement of computer equipment. The expected increase of $2,518,700 under other assessed and extrabudgetary resources relates mostly to the increased funding from the support account for peacekeeping operations to provide for staffing, outreach and monitoring and the provision of advice to the Departments of Field Support and Peacekeeping Operations on the implementation of policies and procedures.

Component 1
Policy

Resource requirements (before recosting): $5,559,000

29C.20 This component of subprogramme 3, Human resources management, of programme 24, Management and support services, is the responsibility of the Human Resources Policy Service of the Office of Human Resources Management. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 24, Management and support services, of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).

29C.21 The component supports the ongoing reform efforts of the Secretary-General aimed at aligning human resources policies with the Organization's strategy in developing a more transparent and performance driven culture and creating conditions to enable the Organization to attract and maintain a highly qualified, talented, diverse and mobile workforce, as guided by the General Assembly in its resolutions 61/244, 63/250 and 65/247.

Table 29C.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To foster and strengthen United Nations human resources policies to meet the evolving needs of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved implementation of human resources policies by departments/offices	(a) Increased percentage of departments and offices expressing satisfaction with advice and support provided by the Office of Human Resources Management *Performance measures* 2008-2009: not available Estimate 2010-2011: not available Target 2012-2013: 75 per cent
(b) Improved processing of appeals and disciplinary cases	(b) Increased percentage of cases to which replies are made within 90 days *Performance measures* 2008-2009: 90 per cent Estimate 2010-2011: 95 per cent Target 2012-2013: 95 per cent
(c) Improved harmonization of human resources policies among the organizations of the United Nations common system	(c) Decreased number of human resources issues that are inconsistent among the organizations of the United Nations common system *Performance measures* 2008-2009: not available Estimate 2010-2011: not available Target 2012-2013: 75 per cent

External factors

29C.22 The Human Resources Policy Service is expected to achieve its objectives and expected accomplishments on the assumption that stakeholders will be supportive of the efforts of and will extend full cooperation to the Service.

Outputs

29C.23 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) Substantive servicing of meetings: approximately 30 meetings and 40 informal consultations of the Fifth Committee and approximately 20 meetings of the Advisory Committee on Administrative and Budgetary Questions on human resources management issues, including conditions of service and compensation, policy development, monitoring of the delegation of authority and the internal justice system, as well as other matters related to the United Nations common system;

(ii) Parliamentary documentation: reports to the General Assembly on human resources management policy issues, as required, including the introduction or amendment of policies and practices; comprehensive review of the conditions of service of non-Secretariat officials, the Chairman of the Advisory Committee on Administrative and Budgetary Questions and the two full-time members of the International Civil Service Commission; amendments to the Staff Rules; and analysis of the levels of related honorariums;

(b) Other substantive activities (regular budget, other assessed and extrabudgetary):

(i) Technical material: administrative issuances and information circulars; and promulgation of salary scales;

(ii) Contributions to meetings of the Advisory Committee on Post Adjustment Questions, of the Human Resources Network and High-level Committee on Management of CEB, and the International Civil Service Commission;

(c) Administrative support services (regular budget, other assessed and extrabudgetary):

(i) Human resources policy advisory services:

a. Provision of advice to senior management of the Secretariat on implementation of human resources-related rules and policies;

b. Provision of human resources policy advice and interpretative guidance on the Staff Regulations and Rules and other human resources-related policies to managers and staff, including to other organizations of the United Nations common system, and in particular to the United Nations funds and programmes which are governed by the Staff Regulations of the United Nations;

c. Review of over 200 human resources-related circulars (administrative issuances, information circulars, and guidelines) to streamline, consolidate and simplify, undertaken in consultation with the funds and programmes governed by the United Nations Staff Regulations;

d. Provision of written and oral advice to executive officers and programme managers prior to their taking administrative decisions on human resources-related issues, with a view to ensuring that the Administration's position on such issues is consistent with applicable regulations, rules, policies, guidelines and practices;

e. Development and implementation of new human resources policies and procedures to carry forward the work/life agenda with special attention to family and gender issues;

(ii) Handling of disciplinary cases and applications before the United Nations Dispute Tribunal:

a. Representing the Administration's position in relation to appeals cases at the first instance level in the internal justice system (United Nations Dispute Tribunal);

b. Handling all disciplinary cases in respect of the United Nations staff members, including the provision of legal advice in relation to cases of alleged misconduct referred to the Office of Human Resources Management for appropriate action;

c. Provision of support to human resources-related issues and proposed policies in relation to new administrative issuances relating to disciplinary processes;

(iii) Common system, compensation and inter-agency policy:

a. Formulation of policies and procedures regarding salaries, pensions, allowances and other entitlements within the Organization; substantive participation in meetings of the International Civil Service Commission, the Advisory Committee on Post Adjustment Questions, the High-level Committee on Management, the Human Resources Network and other subsidiary bodies of CEB; and coordination of such policies and procedures with other organizations of the common system;

b. Monitoring of the implementation of policy instructions and guidelines related to allowances, and dissemination of information relating to salaries, allowances and other entitlements;

c. Conduct of salary surveys to determine salaries, allowances and other conditions of service for locally recruited staff members in the General Service and related category of staff working for the organizations of the United Nations common system worldwide; review, approval and promulgation of salary scales and allowances each year resulting from analysis of data collected in the course of comprehensive and interim salary surveys conducted for 168 duty stations;

d. Updating of the electronic database of all General Service and National Officer salary scales and maintenance of the entitlement reference tables in the Integrated Management Information System; automated processing and transmission of salary survey data to other United Nations agencies and field duty stations; and implementation of emolument packages for all categories of staff;

e. Conduct of annual training workshops on the non-Headquarters salary survey methodology and on job classification;

f. Preparation and issuance of approximately 600 salary survey reports each year for comparator-employers participating in the United Nations salary surveys;

g. Conduct of reviews of conditions of service of ungraded, high-level officials of the United Nations other than Secretariat officials, including members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda, the Chairman of the Advisory Committee on Administrative and Budgetary Questions, and the two full members of the International Civil Service Commission, and analysis of the level of related honorariums;

h. Management of classification policy and provision of advice on job design and organizational structure; development and evaluation of generic job profiles, as needed; and review of classification appeals;

i. Processing of approximately 500 requests for classification and review of job descriptions.

Table 29C.10 **Resource requirements: policy**

Category	Resources (thousands of United States dollars) 2010-2011	Resources (thousands of United States dollars) 2012-2013 (before recosting)	Posts 2010-2011	Posts 2012-2013
Regular budget				
Post	5 155.6	5 257.4	20	20
Non-post	373.0	301.6	—	—
Subtotal	**5 528.6**	**5 559.0**	**20**	**20**
Other assessed	4 940.3	5 432.7	16	16
Extrabudgetary	2 727.1	2 979.2	6	6
Total	**13 196.0**	**13 970.9**	**42**	**42**

29C.24 The amount of $5,257,400, reflecting an increase of $101,800, would provide for 20 posts (1 D-1, 4 P-5, 2 P-4, 2 P-3, 2 P-2, 3 General Service (Principal level) and 6 General Service (Other level)), as shown in table 29C.10. The increase of $101,800 under posts results from the delayed impact of a post at the P-2 level, established in the context of the 2010-2011 programme budget to strengthen the policy development function of the Service. The non-post resource requirements of $301,600, reflecting a decrease of $71,400, relate inter alia, to other staff costs, consultants, travel of staff and other operating requirements. The decrease of $71,400 under non-post objects of expenditure results from best efforts to streamline the process of production of outputs and delivery of services.

29C.25 The regular budget resources would be complemented by extrabudgetary funding in the amount of $8,411,900, reflecting an increase of $744,500, derived from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes, as well as from the support account for peacekeeping operations. Those resources would provide for 22 posts and other staff costs, as well as travel and other operating expenses to conduct worldwide salary surveys (including peacekeeping operations, as funded from the support account). These resources also provide support to the processing of disciplinary cases emanating from peacekeeping operations and the handling of appeals from staff in peacekeeping operations being heard before the United Nations Dispute Tribunal. The increase of $744,500, which relates to non-post objects of expenditure, supports the necessity for the timely disposing of disciplinary cases involving peacekeeping staff; and the conduct of more salary surveys in duty stations of peacekeeping operations.

Component 2
Strategic planning and staffing

Resource requirements (before recosting): $12,012,600

29C.26 This component of subprogramme 3 is the responsibility of the Strategic Planning and Staffing Division of the Office of Human Resources Management. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 24, Management and support services, of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).

29C.27 The component supports the ongoing reforms efforts of the Secretary-General aimed at the development of a more productive, flexible and results-oriented Organization, as guided by Member States pursuant to General Assembly resolutions 61/244, 63/250 and 65/247.

Table 29C.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To foster the sound management of human resources in the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved recruitment, placement and promotion of the best qualified and competent personnel, as well as facilitation of greater geographical representation and gender balance of staff	(a) (i) Reduction in the number of unrepresented and underrepresented Member States in the Secretariat on regular budget posts through recruitment of candidates from those States, if they prove to be the best qualified and competent personnel *Performance measures* 2008-2009: 45 Member States Estimate 2010-2011: 40 Member States Target 2012-2013: 35 Member States (ii) Increased percentage of female staff in the regular budget posts in the Professional and higher categories *Performance measures* (Number of unrepresented and underrepresented Member States) 2008-2009: not available Estimate 2010-2011: not available Target 2012-2013: 5 per cent increase in qualified female staff in regular budget posts in comparison with 2010-2011 (iii) Reduction in the average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised *Performance measures* 2008-2009: 300 days Estimate 2010-2011: 210 days Target 2012-2013: 120 days

(b) Enhanced access by Member States to relevant human resources data	(b) (i) Increased number of reports on human resources data available online *Performance measures* 2008-2009: not available Estimate 2010-2011: not available Target 2012-2013: 1 report (ii) Reduction in the average number of days to respond to requests for customized human resources data *Performance measures* 2008-2009: not available Estimate 2010-2011: not available Target 2012-2013: 7 days
(c) Improved human resources workforce planning	(c) (i) Increased percentage of selection decisions made prior to retirement date of incumbents as compared with the total number of expected retirements *Performance measures* 2008-2009: not available Estimate 2010-2011: not available Target 2012-2013: 100 per cent (ii) Increased availability of updated data on staff members regarding matters such as skills development, acquisition of languages or staff mobility *Performance measures* 2008-2009: not available Estimate 2010-2011: not available Target 2012-2013: 100 per cent availability
(d) Compliance with delegated authority in human resources management	(d) All departments and offices comply with all specified standards in exercising delegated human resources management authorities *Performance measures* 2008-2009: not available Estimate 2010-2011: not available Target 2012-2013: all departments

(e) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions	(e) Number of voluntary movements *Performance measures* 2008-2009: launch of VINES Estimate 2010-2011: launch of VINES II covering all occupational groups, including peacekeeping Target 2012-2013: higher percentage of staff moving laterally

External factors

29C.28 The Strategic Planning and Staffing Division is expected to achieve its objectives and expected accomplishments on the assumption that stakeholders will be supportive of the efforts of and will extend full cooperation to the Division.

Outputs

29C.29 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget, other assessed and extrabudgetary):

(i) Substantive servicing of meetings: approximately 30 formal meetings and 40 informal consultations of the Fifth Committee and approximately 20 meetings of the Advisory Committee on Administrative and Budgetary Questions on issues related to human resources planning, filling of vacancies, monitoring of delegation of authority and management of information;

(ii) Parliamentary documentation: periodic reports on aspects of human resources management reform and other aspects of the use of human resources as required; periodic reports on the composition of the Secretariat staff demographics, the status of vacancies, the use of consultants and retirees, gratis personnel and other aspects of the use of human resources as required; conference room papers and additional information on human resources management topics, such as planning, the contractual status of personnel, gender balance, geographical representation and the hiring and separation of staff as required;

(b) Administrative support services (regular budget, other assessed and extrabudgetary):

(i) Human resources planning, monitoring and reporting:

a. Human resource management scorecard reporting for 60 entities, including 31 departments and offices and 29 field operations, to the Management Performance Board;

b. Provision of guidance on the exercise of delegated authority for human resource management to those 60 entities;

c. Training of 180 staff on the new human resource management scorecard and self-monitoring;

d. Online reports for Member States on human resources information;

e. Ad hoc reporting on human resources, including in response to requests from Member States and programme managers;

(ii) Staffing support:

a. Participating and, in close coordination with departments, conducting strategic recruitment exercises through a targeted proactive approach (for example, building rosters of language staff for the Department for General Assembly and Conference Management; rosters of specialists in humanitarian coordination with the Office for the Coordination of Humanitarian Affairs; electoral rosters with the Department of Political Affairs; military campaigns with the Department of Peacekeeping Operations; and other departments);

b. Issuance of vacancy announcements (on average, for 1,000 Professional and General Service positions) and review of applications;

c. Screening of up to 15,000 applications per year for competitive recruitment examinations at the P-2/P-1 level and administration of examinations for up to 4,000 candidates in approximately 30 to 40 countries per year in nearly 12 occupational groups;

d. Administration of annual competitive examinations for promotion recruitment from the General Service and related categories to the Professional category for approximately 600 applicants in 12 occupational groups in nearly 20 examination centres;

e. Administration of approximately 10 examinations annually, in all official languages, for approximately 3,000 applicants for posts at the P-2, P-3 and senior General Service levels requiring special language competence; coordination of examination centres for up to 1,000 candidates in approximately 25 centres;

f. Servicing of the central review bodies at Headquarters (approximately 140 to 150 meetings at Headquarters annually); and Secretariat-wide training, consultations and provision of guidance to central review bodies;

g. Placement and promotion of staff (370) and recruitment of candidates (600), and senior appointments, including, in particular, candidates that improve the gender and geographic balance in the Secretariat;

h. Recruitment and centrally managed placement of approximately 130 to 180 candidates per year who have passed entry-level competitive recruitment examinations;

i. Review, approval and grading for recruitment of approximately 25 support staff each year for United Nations information centres;

j. Conduct of 800 to 1,000 background screening exercises to verify academic qualifications and employment of external candidates, including review and provision of reasoned recommendations on requests for clearance of candidates for human resources and/or administrative functions;

k. Recruitment and placement of candidates for language-related positions, through approximately 10 language examinations, which results in the placement of up to 100 candidates on the respective rosters, as well as participation as the representative of the Office at interviews for competitive language examinations, and language coordinator and language teacher examinations;

l. Conduct of Inspira-user training programmes (between 50 and 75 sessions annually) on the staff selection system for staff and managers (including staff from

Headquarters and offices away from Headquarters for purposes of capacity-building), as well as briefing of delegates;

m. Further development and refinement of policies and procedures to support recruitment, placement and promotion, including improvements to online talent management tools, with particular emphasis on improving the gender and geographic balance in the Secretariat;

n. Streamlining of procedures and processes, and further strengthening of information technology support systems, for recruitment, placement and promotion;

o. Review of applications (approximately 7,000 annually) and administration of tests at Headquarters for recruitment of General Service staff (clerical, statistical and accounting positions, editorial assistants and security officers) for an estimated 1,500 candidates annually; and recruitment of approximately 500 staff members in this category each year;

(iii) Outreach:

a. Conducting searches for qualified candidates, with particular attention to improving geographical representation and gender balance, by conducting targeted campaigns, participating in job fairs, and conducting recruitment missions to Member States;

b. Developing more proactive outreach and sourcing strategies, including ongoing cooperative arrangements with external candidate providers and networks, such as continuous contact with governmental entities, academic institutions, non-governmental organizations and United Nations entities, to conduct targeted searches for candidates from unrepresented and underrepresented Member States and for female candidates;

c. Conduct of six to eight outreach missions each year to unrepresented and underrepresented Member States to identify prospective candidates for recruitment, including female candidates, as well as outreach efforts to institutions to promote awareness of employment opportunities in the Secretariat;

d. Review of between 10,000 and 15,000 applications per year for the internship programme and management of the programme for approximately 800 to 900 interns each year.

Table 29C.12 **Resource requirements: strategic planning and staffing**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
A. Regular budget				
Post	11 451.4	11 250.6	48	46
Non-post	897.3	762.0	—	—
Subtotal	**12 348.7**	**12 012.6**	**48**	**46**
B. Other assessed	2 645.4	2 649.6	7	7
C. Extrabudgetary	709.5	764.4	—	—
Total (A), (B) and (C)	**15 703.6**	**15 426.6**	**55**	**53**

29C.30 The amount of $11,250,600 under posts, reflecting a decrease of $200,800, would provide for the continuation of 46 posts (1 D-2, 2 D-1, 4 P-5, 7 P-4, 5 P-3, 4 P-2, 1 General Service (Principal level) and 22 General Service (Other level)) shown in table 29C.12. The decrease of $200,800 reflects the outward redeployment of two General Service (Other level) posts to the Learning, Development and Human Resources Services Division ($302,600), partly offset by an increase of $101,800, resulting from the delayed impact of one post at the P-2 level, established in the context of the programme budget for the biennium 2010-2011. The non-post requirements of $762,000, reflecting a decrease of $135,300, relate, inter alia, to other staff costs, travel of staff, contractual services, including external printing, advertising in news media for the outreach campaign and general operating requirements. The decrease of $135,300 results from the reduction of requirements under various non-post objects of expenditure, reflecting best efforts to streamline the process of production of outputs and delivery of services ($175,300), partly offset by an increase under consultants ($40,000).

29C.31 The regular budget resources would be complemented by extrabudgetary funding of $3,414,000 derived from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes, as well as from the support account for peacekeeping operations. Those resources, reflecting an increase of $59,100 in comparison with extrabudgetary funding for the biennium 2010-2011, would finance seven posts, other staff costs, consultants and other operating expenses, predominantly in order to provide for the administration of relevant human resources management tasks in support of the peacekeeping staff, and for guidance and advice on implementation of human resources policies and operational procedures.

Component 3
Learning, development and human resources services

Resource requirements (before recosting): $38,406,500

29C.32 This component of subprogramme 3 is the responsibility of the Learning, Development and Human Resources Services Division of the Office of Human Resources Management. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 24, Management and support services, of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).

29C.33 The Division will focus on developing the current and future human resources of the Organization by providing effective human resources management services and strengthening the integration of core and managerial competences into all human resources systems.

Table 29C.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote organizational culture change in the Secretariat in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Increase in the total number of training and other staff development courses completed by individual staff members

	Performance measures (Number of participants in learning and career development programmes) 2008-2009: 67,226 Estimate 2010-2011: 68,300 Target 2012-2013: 68,400 (ii) At least 50 per cent of staff members benefiting from the minimum target of five days' training per year *Performance measures* 2008-2009: not available Estimate 2010-2011: 40 per cent Target 2012-2013: 50 per cent (iii) Increased percentage of staff members using the enhanced performance management and development system *Performance measures* 2008-2009: 75 per cent Estimate 2010-2011: 85 per cent Target 2012-2013: 100 per cent
(b) Improved working environment	(b) (i) Increased percentage of staff members responding to survey who recognize the positive contribution of career development and mobility support programmes to the process of changing jobs *Performance measures* 2008-2009: 79 per cent Estimate 2010-2011: 82 per cent Target 2012-2013: 85 per cent (ii) Increased number of staff members participating in career support workshops and career developing counselling sessions offered through career resources centres

Performance measures

(Number of participants in career support workshops and career development counselling sessions)

2008-2009: 3,237

Estimate 2010-2011: 3,500

Target 2012-2013: 4,000

(iii) Reduction in the average number of days in providing human resources-related services to approximately 10,000 staff members at Headquarters and offices away from Headquarters

Performance measures

(Average number of days in providing human resources-related services)

2008-2009: 25 days

Estimate 2010-2011: 20 days

Target 2012-2013: 15 days

External factors

29C.34 The Learning, Development and Human Resources Services Division is expected to achieve its objectives and expected accomplishments on the assumption that stakeholders will be supportive of the efforts of and will extend full cooperation to the Division.

Outputs

29C.35 During the biennium 2012-2013, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and other assessed):

(i) Substantive servicing of meetings: substantive servicing of approximately 30 meetings and 40 informal consultations of the Fifth Committee and approximately 20 meetings of the Advisory Committee on Administrative and Budgetary Questions on human resources management issues, in particular staff development and learning, performance management, career development and mobility, and human resources administration, including emergency preparedness and support;

(ii) Parliamentary documentation: periodic reports on aspects of human resources management reform, in particular on aspects of staff and career development; conference room papers and additional information on human resources topics, such as staff development, mobility and human resources administration;

(b) Administrative support services (regular budget, other assessed and extrabudgetary):

(i) Staff development: the following programmes will be delivered Secretariat-wide:

a. Leadership, management and organizational development: an integrated series of managerial development programmes will be offered Secretariat-wide to build and sustain the leadership and managerial capacity of the Organization at the senior, middle and junior levels and to promote a responsive, results-oriented culture that supports continuous learning, high performance, creativity and managerial excellence. The Secretariat-wide activities in 2012-2013 will include:

i. Leadership and management development training programme for staff at the P-4 to D-2 levels, recruited for or promoted to managerial positions, including development programmes specially designed for female managers and leaders (for approximately 900 participants); and senior leadership programme designed specifically for staff at the Under-Secretary-General and Assistant Secretary-General levels (20 participants);

ii. Organizational development programmes to strengthen leadership and management at the departmental/office level, for approximately 160 participants;

iii. Pilot of managerial assessment centre process for managers at the P-5 level and above (20 participants);

iv. Programmes to foster a common understanding of, and strengthen commitment to, the United Nations fundamental principles of ethics, integrity and accountability, for approximately 1,800 participants;

v. Development programmes to build essential skills and competencies for General Service staff in such areas as communication, teamwork, client orientation and professional efficiency, for approximately 2,100 participants;

vi. Supervisory skills programmes to develop communication skills and supervisory abilities of staff at various levels who have assumed supervisory responsibilities, for approximately 3,400 participants;

vii. Programmes to build collaborative negotiation and conflict resolution skills for staff at all levels, for approximately 1,600 participants;

viii. Programmes to support gender mainstreaming, promote gender sensitivity in the workplace, diversity awareness and cross-cultural sensitivity, for approximately 800 participants;

ix. Team-based programmes to support teams in working more effectively in the areas of communication, increased trust and collaboration, planning, problem-solving and decision-making, for approximately 1,900 participants;

x. Programmes to streamline best practices and principles in the competency-based interviewing and selection process for members of recruitment panels, for approximately 1,500 participants;

xi. Programmes to strengthen and enhance the ability of work groups and teams to provide efficient and effective service to clients, for approximately 300 participants;

xii. Programmes to improve the capacity of staff to design, plan, implement and assess projects (including technical cooperation projects) effectively, for approximately 500 participants;

xiii. Targeted programmes to support managers in effectively managing performance, including the development of performance indicators, as well as coaching, provision of feedback for improved performance and implementation of mandatory performance management training for managers and supervisors, for approximately 4,500 participants; support for global e-performance users will continue to be implemented on a progressive basis (approximately 23,000 staff);

b. Human and financial resources management: programmes will be offered to improve the competencies, knowledge and skills of programme managers and staff with administrative responsibilities. The activities for 2012-2013 will include:

i. Programmes for executive officers, human resources professionals and other administrative and finance staff, covering principles and developments in new United Nations human resources management, including the use of Inspira, and finance, accounting, budget and administrative systems and processes, for approximately 800 participants;

ii. In coordination with the Procurement Division, continued provision of e-learning programmes for staff involved in procurement, covering the principles of the United Nations procurement process and procedures, for approximately 100 participants;

iii. Programmes to promote and support the well-being of staff members and their families, including, for example, the development of skills to deal with stress, crises and difficult work situations, for approximately 1,100 participants;

c. Information technology training: information technology training programmes are offered to support the information and communications technology strategy of the Secretary-General by upgrading the level of skills of Secretariat staff in using the software applications of the Organization and by providing staff with the knowledge and skills to manage information more effectively and efficiently. The Secretariat-wide information technology training activities for 2012-2013 include:

i. Continuation of the decentralized technical skills development programme, which supports departmental information technology initiatives and offers technical staff the opportunity to upgrade and update their information technology skills (approximately 1,200 participants);

ii. Programmes related to the use of the Integrated Management Information System, for approximately 500 participants;

iii. Programmes for managers in managing the knowledge and information resources of their offices and in using the information and communications technology resources of the Organization to leverage their information management skills, for approximately 300 participants;

iv. Expansion of the online learning environment, including self-paced e-learning courses through the global e-learning portal, for approximately 3,000 participants;

v. Programmes to improve the performance of staff in their use of Organization-wide software applications, including certification in the International Computer Driving Licence and programmes for departmental technical focal points, for approximately 8,000 participants;

d. Language and communication programmes: in accordance with General Assembly resolutions 2480 B (XXIII), 43/224 D and 50/11, the Organization provides language training in the six official languages of the United Nations. Programmes are aimed at promoting multilingualism by building and strengthening linguistic skills and developing and strengthening cross-cultural understanding. The Headquarters activities for the biennium 2012-2013 will include:

i. Core training programmes in the six official languages, as well as specialized courses, to maintain and develop advanced language skills, including in such areas as conducting meetings, drafting reports and correspondence, and making presentations, in particular in the working languages of the Organization. At Headquarters, programmes will be available for approximately 7,800 participants;

ii. Management of the online, self-study processes, including comprehensive language learning websites and other alternative learning modes, that provide staff with the opportunity to develop their linguistic and communication skills through the use of audio, video and multimedia materials;

iii. Harmonization of language and communication programmes across all duty stations through the provision of advisory services, regular consultations and pedagogical assistance;

iv. Preparation and grading of language proficiency examinations for approximately 7,300 participants;

e. Substantive skills development and career support: programmes will be offered to support career development, including initiatives stemming from implementation of the mobility policy of the Organization for staff at all levels in all duty stations and to provide opportunities for staff to update and upgrade substantive skills. The Secretariat-wide activities for 2012-2013 will include:

i. Orientation programmes to introduce newly recruited staff at Headquarters to the mandate, organizational structure, policies, professional standards and working environment of the United Nations, including briefings for new senior staff, for approximately 700 participants;

ii. Specialized orientation and systematic career development programmes for young professional staff (P-2/P-3 level), for approximately 300 participants;

iii. Expansion of mentoring programmes beyond junior professional staff, including the introduction of a new mentoring workshop, expansion of the managerial coaching programme and provision of training and ongoing support for mentors and mentees, for approximately 600 participants;

iv. Expansion of career support programmes, including the provision of career development workshops and briefings, and career counselling for staff and managers by strengthening the local capacity of career resources centres in all duty stations, for approximately 4,500 participants;

v. Support for increased mobility for staff at all levels, including refinement of career models, potential career paths and crossover points within job networks; continuous staff briefings on job networks and VINEs;

vi. Continuation of the substantive skills development programme, which offers staff the opportunity to upgrade and update their substantive skills, as well as opportunities for professional growth. The programme operates in a

decentralized manner, on the basis of annual departmental needs assessments conducted in collaboration with the Office of Human Resources Management, for approximately 4,500 participants;

vii. The annual sabbatical studies programme and the International Organization Studies Workshop, which provide a selected number of staff with the opportunity to carry out research at academic institutions, in areas of benefit to both the staff member and the Organization, for approximately 30 participants;

viii. Pre-retirement programmes, including materials, for approximately 3,600 participants;

(ii) Staff administration at Headquarters:

a. Provision of advice and assistance to management and staff on all aspects of human resources management and staff administration (approximately 30,000, including by e-mail, telephone and in person);

b. Provision of advice to permanent missions and various outside organizations on various human resources issues;

c. Administration of staff in accordance with the Staff Regulations and Rules: recruitment of approximately 1,000 staff under fixed-term and temporary appointments at Headquarters each year; separation and termination, including agreed termination and disability;

d. Administration of benefits and entitlements of individual staff (education grant: 780 staff members; rental subsidy: 840 staff members; and dependency status: 3,850 staff members);

e. Induction of approximately 600 staff members per year on initial appointment to advise them of their obligations under the Staff Regulations and Rules;

f. Oversight of the processing by departments and offices of approximately 1,000 special service agreements annually for consultants and individual contractors;

g. Streamlining procedures and delivery of human resources services to management and staff in the context of the introduction of Umoja;

h. Maintenance of official status files of staff at Headquarters (in excess of 26,000 files).

Table 29C.14 **Resource requirements: learning, development and human resources services**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
A. Regular budget				
Post	15 494.6	15 797.2	65	67
Non-post	24 416.2	22 609.3	—	—
Subtotal	**39 910.8**	**38 406.5**	**65**	**67**
B. Other assessed	2 248.2	2 697.7	7	7
C. Extrabudgetary	988.6	992.6	—	—
Total (A), (B) and (C)	**43 147.6**	**42 096.8**	**72**	**74**

29C.36 The amount of $15,797,200, reflecting an increase of $302,600, would provide for 67 posts (1 D-2, 1 D-1, 6 P-5, 10 P-4, 8 P-3, 5 P-2, 4 General Service (Principal level and 32 General Service (Other level)), shown in the table above. The increase of $302,600 under posts reflects the proposed inward redeployment of two General Service (Other level) posts, comprising the staff complement of the Personnel Records Unit (previously under the Strategic Planning and Staffing Division). The non-post requirements of $22,609,300, reflecting a decrease of $1,806,900, relate, inter alia, to other staff costs, travel of staff and contractual services, including training resources for staff development, career support and mobility programmes, and other general operating requirements. The decrease of $1,806,900 results from: (a) the reduction of requirements under contractual services owing to the review and reprioritization of the conduct of training activities ($1,755,900); and (b) reduced requirements under various non-post objects of expenditure, reflecting best efforts to streamline the process of production of outputs and delivery of services ($51,000).

29C.37 The regular budget resources would be complemented by further funding of $3,690,300, reflecting an increase of $453,500, derived from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes, as well as other assessed resources from the support account for peacekeeping operations. Those resources would provide funding for seven posts, other staff costs, consultants, travel of staff and other operating expenses, and would provide for the promotion of language training and assistance with visa and host country-related issues; development of career modules, potential career paths and crossover points within job networks; and extending the mobility policy through VINEs to field personnel. The increase of $453,500 relates mainly to increased funding from the support account for peacekeeping operations.

Component 4
Medical services

Resource requirements (before recosting): $5,712,500

29C.38 This component of subprogramme 3 is the responsibility of the Medical Services Division of the Office of Human Resources Management. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 24, Management and support services, of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).

29C.39 In working towards the objective of the subprogramme, the Division will continue to provide occupational health services to New York-based staff of the United Nations system, including its funds, programmes and agencies, supporting staff access to adequate health care in the most cost-effective manner, advising management on staff benefit programmes and other medico-administrative matters, and regularly updating medical standards and health policies and coordinating them for United Nations system-wide use.

Table 29C.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure that all staff members, including those on mission, are fit to carry out their duties

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved staff health-care services, including rapid and effective medical response to workplace accidents and illness	(a) (i) Maintenance of at least 95 per cent of clients surveyed and responding, expressing satisfaction with services rendered *Performance measures* 2008-2009: 94 per cent Estimate 2010-2011: 95 per cent Target 2012-2013: 95 per cent (ii) Decrease in average number of days to respond to requests for medical clearance *Performance measures* (Average number of days to respond to requests for medical clearance) 2008-2009: 6 days Estimate 2010-2011: 5 days Target 2012-2013: 5 days (iii) Maintenance of the same-day response time for responding to requests for medical evacuations *Performance measures* 2008-2009: 1 day Estimate 2010-2011: 1 day Target 2012-2013: 1 day (iv) Decrease in average number of days to respond to requests for repatriations *Performance measures* (Average number of days to respond to requests for repatriations) 2008-2009: 2 days Estimate 2010-2011: 1 day Target 2012-2013: 1 day

(b) Increased awareness of staff regarding health issues	(b) Increased number of attendees participating in health-promotion activities *Performance measures* 2008-2009: 27,711 Estimate 2010-2011: 28,000 Target 2012-2013: 28,500

External factors

29C.40 The Medical Services Division is expected to achieve its objectives and expected accomplishments on the assumption that stakeholders will be supportive and extend full cooperation, and that national institutions will be supportive of efforts to improve local medical conditions at United Nations field locations.

Outputs

29C.41 During the biennium 2012-2013, the following outputs will be delivered (regular budget, other assessed and extrabudgetary):

(a) Health services (for New York-based staff of the United Nations and its funds and programmes):

(i) Full medical examinations;

(ii) Medical consultations by physicians, nurses, psychologists and visiting medical consultants (radiologists, ophthalmologists and psychiatrists);

(iii) Travel health advisories;

(iv) Immunizations;

(v) Diagnostic procedures: electrocardiograms, injections, laboratory analyses, pulmonary function tests and radiological procedures;

(vi) Participation in health promotion programmes (flu vaccination, smoking cessation, health risk appraisal, ergonomic and environmental assessments, breast cancer support group, diabetes club, stress counselling, psycho-education, wellness awareness and organization of health fairs (2);

(vii) Staff counselling: counselling of staff on a broad range of personal, family and work-related concerns, including HIV/AIDS in workplace issues, alcohol and other substance abuse, the staff outreach support programme, and training for stress management and critical incident management and mission readiness and staff emergency fund (including staff from the United Nations Development Programme, the United Nations Population Fund, the United Nations Children's Fund and the United Nations Office for Project Services). Activities for the biennium 2012-2013 will include:

a. Contribution to the development of staff welfare policies;

b. Programmes to prepare and support qualified staff in field missions and to support mission readiness and reintegration and to provide peer counselling for approximately 100 participants;

c. HIV/AIDS in the workplace training programme for United Nations staff;

(b) Medico-administrative services (for worldwide staff of the United Nations, including peacekeeping operations, and its funds and programmes):

(i) Review and classification of medical examination reports from examining physicians worldwide;

(ii) Provision of medical clearances for recruitment, reassignment, peacekeeping assignments and mission travel;

(iii) Approval of medical evacuation of overseas staff, follow-up with hospitals and treating physicians and determination of the period for daily subsistence allowance payments and period of hospitalization (for field staff only);

(iv) Certification of extended sick leave cases beyond decentralized authority;

(v) Recommendations on cases for disability benefits to be paid by the United Nations Joint Staff Pension Fund and the convening of meetings of the Medical Board in cases where medical conclusions are in dispute;

(vi) Review of system-wide medical compensation cases and verification of related bills and provision of advice to the Advisory Board on Compensation Claims;

(vii) Review and advice on cases involving special dependency benefits and special education grant;

(c) Field-related services (for all field staff):

(i) Advice on the establishment, as required, of new United Nations health facilities in hardship duty stations (United Nations dispensaries and civilian health facilities in field missions), assessment of the existing 75 United Nations facilities and provision of ongoing technical support to them, including advice on the appointment of physicians, nurses and laboratory technicians, and the centralized procurement of additional medical/laboratory supplies and equipment;

(ii) On-site assessment of local medical facilities in field duty stations and regional medical evacuation centres and submission of related recommendations regarding their use;

(iii) Review of the medical ratings of duty stations worldwide to be used by the International Civil Service Commission in the classification of duty stations according to conditions of service;

(iv) Review of applications and appointment of examining physicians at all United Nations locations;

(d) Business continuity and pandemic influenza preparedness-related outputs:

(i) Compliance with stockpile requirements as documented in United Nations guidelines that pertain to adverse health events, including influenza pandemics and other health disasters;

(ii) Training of field-responsible staff to investigate and manage adverse health events, including large-scale public health disasters;

(iii) Development of evidence-based guidelines for duty stations worldwide to manage outbreaks of infectious diseases, influenza pandemics, environmental health hazards, potential biological agent threats, and large-scale public health disasters;

(iv) Full implementation of provider-initiated HIV testing and counselling services among duty stations worldwide, so that more staff are tested and aware of their HIV status;

(e) Further development, implementation, and expansion of the occupational health information management system (EarthMed):

(i) Implementation of new clinical modules, such as health promotion programmes and inventory management;

(ii) Implementation of EarthMed in offices away from Headquarters, including peacekeeping missions.

Table 29C.16 **Resource requirements: medical services**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
A. Regular budget				
Post	4 283.8	4 283.8	18	18
Non-post	1 184.2	1 428.7	—	—
Subtotal	**5 468.0**	**5 362.5**	**18**	**18**
B. Other assessed	2 164.6	2 267.8	14	14
C. Extrabudgetary	3 258.1	3 421.0	11	11
Total (A), (B) and (C)	**10 890.7**	**11 401.3**	**43**	**43**

29C.42 The amount of $4,283,800 under posts would provide for the continuation of 18 posts (1 D-2, 1 D-1, 1 P-5, 1 P-4, 2 P-3 1 General Service (Principal level) and 11 General Service (Other level)) shown in table 29C.16. The non-post resources in the amount of $1,428,700, reflecting an increase of $244,500, would provide for the operational requirements of the Medical Services Division, including, inter alia, other staff costs, travel to monitor implementation of medical programmes in other United Nations locations, other general operating expenses and contributions to United Nations joint programmes. The increase of $244,500 results from: (a) an increase of $350,000 representing the contribution to the implementation plan and budget for the biennium 2012-2013 of the United Nations system common programme "UN Cares"; (b) an increase under general operating expenses and furniture and equipment, relating mostly to the acquisition, maintenance and repair of medical equipment ($21,500); partly offset by (c) the discontinuation of the provision representing the one-time requirement for services of outside experts in the areas of the content preparation, graphic design and programming of the online HIV training programme ($69,700); and (d) the reduction of requirements under various non-post objects of expenditure, reflecting best efforts to streamline the process of production of outputs and delivery of services ($57,300).

29C.43 The regular budget resources would be complemented by further funding of $5,688,800 derived from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes, as well as from the support account for peacekeeping operations. Those resources, reflecting an increase of $266,100 in comparison with extrabudgetary funding for the biennium 2010 2011, would finance 25 posts, other staff costs, travel of staff, contractual services, equipment and other general operating expenses and would be used for: (a) the provision of advice and technical and professional support to the functioning of the entire mission medical support system to maintain standards, consistency and an acceptable level of health services delivery; and (b) the provision of clinical and health-promotion services to the New York-based staff of the United Nations funds and programmes.

Component 5
Human resources information systems

Resource requirements (before recosting): $6,783,900

29C.44 This component of subprogramme 3 is the responsibility of the Human Resources Information Systems Section of the Office of Human Resources Management. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 24, Management and support services, of the strategic framework for the period 2012-2013 (A/65/6/Rev.1).

29C.45 In working towards the objective of the subprogramme, the Section will continue to develop and improve information systems to support the implementation of United Nations human resources reforms. Core activities will include support for Inspira, the talent management information system, including in the areas of recruitment, learning management, and performance management. The Section will provide Inspira application development, maintenance, production, and user support through the Inspira Support Centre in Bangkok. Enhancement of the data warehouse will include the creation and rollout of online "dashboards" to provide human resource practitioners and programme managers in peacekeeping missions with self-service tools.

Table 29C.17 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure that information and communications technology systems of the Office support human resources functions throughout the United Nations Secretariat

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced human resources information technology systems	(a) Reduction in the average number of hours to respond to requests for human resources information systems support
	Performance measures
	(Average number of hours to respond to requests for human resources information systems support by Inspira Support Centre)
	2008-2010: 120 hours
	Estimate 2010-2011: 72 hours
	Target 2012-2013: 48 hours

External factors

29C.46 The objectives and expected accomplishments under human resources information systems are expected to be achieved on the assumption that stakeholders will be supportive of the efforts of and will extend full cooperation to the Office of Human Resources Management, including a vendor meeting its obligations under the talent management contract.

Outputs

29C.47 During the biennium 2012-2013, the following outputs will be delivered (regular budget and other assessed):

(a) Maintenance and production support for Inspira, the talent management system, including the careers portal and "My HR Online", through the Inspira Support Centre, Bangkok;

(b) Enhancements to the recruitment module of Inspira;

(c) Enhancements to the learning management module of Inspira;

(d) Enhancements to the performance management module of Inspira;

(e) Enhancements to the position management module of Inspira;

(f) Enhancements to the business intelligence (reporting) system;

(g) Provision of help desk support for Integrated Management Information System human resources queries.

Table 29C.18 **Resource requirements: human resources information systems**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2010-2011*	*2012-2013 (before recosting)*	*2010-2011*	*2012-2013*
A. Regular budget				
Post	3 742.9	3 742.9	18	18
Non-post	2 573.1	3 041.0	—	—
Subtotal	**6 316.0**	**6 783.9**	**18**	**18**
B. Other assessed	7 817.8	8 813.2	3	3
C. Extrabudgetary	—	—	—	—
Total (A), (B) and (C)	**14 133.8**	**15 597.1**	**21**	**21**

29C.48 The amount of $3,742,900 would provide for the continuation of 18 posts (1 P-5, 1 P-4, 2 P-3, 3 P-2, 2 General Service (Principal level) and 9 General Service (Other level)), including 3 temporary posts (1 P-4, 1 P-2 and 1 General Service (Other level), shown in table 29C.18. The non-post resources in the amount of $3,041,000, reflecting an increase of $467,900, would provide for the operational requirements of the Section, including other staff costs, travel, contractual services, including service level agreements for information technology services for the Office as a whole, and other general operating requirements. The increase of $467,900 results from: (a) additional requirements under contractual services to cover support for the existing and new electronic applications ($336,700); (b) additional requirements under furniture and equipment to provide for the replacement of standard computer equipment based on its useful life ($142,800); partly offset by (c) reduced requirements under various non-post objects of expenditure, reflecting the best efforts to streamline the process of the outputs production and services delivery ($11,600).

29C.49 The regular budget resources would be complemented by further funding of $8,813,200, reflecting an increase of $995,400, derived from the support account for peacekeeping operations. Those resources would fund three posts, other staff costs, consultants, travel of staff and other operating expenses, and would provide support for the monitoring, planning and reporting requirements to the General Assembly as well as efficient and timely services in support of peacekeeping operations. The increase of $995,400 relates to support for Inspira (talent management), which would also include field support requirements.

Table 29C.19 **Summary of follow-up action taken to implement relevant recommendations of oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/64/7)	
The Advisory Committee has previously stressed the importance of human resources management reform (see A/63/526, para. 5). The Committee is supportive of the leadership role played by the Office of Human Resources Management in the implementation of reform initiatives and emphasizes that all such initiatives should reflect the relevant resolutions and decisions of the General Assembly (para. VIII.29).	The overview report on human resources management (A/65/305) and its addenda include a detailed elaboration of these initiatives, starting with an overview of the progress made to date and the next steps to be taken to implement the reforms. The Organization has made progress in implementation of contractual reform and the four pillars of the talent management framework for human resources management reform in the Organization: workforce planning; staff selection and recruitment; performance management and learning; and career development. There has also been progress on improving the monitoring of performance. The reforms resulting from resolution 63/250 are a continuum that will extend to future bienniums.
With specific reference to section 28C, the Advisory Committee emphasizes the need for meaningful indicators of achievement and performance measures. In the Committee's view, this redundancy undermines the usefulness of the indicators of achievement as a management tool. The Committee expects that the necessary adjustments will be reflected in the proposed programme budget for 2012-2013 (para. VIII.30).	The indicators of achievement and performance measures have been adjusted in the revised proposed programme budget for the biennium 2012-2013 for the Office of Human Resources Management.
The Advisory Committee notes from paragraph 28C.40 (b) (ii) of the budget document that during the biennium 2010-2011, the Strategic Planning and Staffing Division plans to deliver a total of 23 outputs related to staffing support. The Committee notes the planned outputs and expects that the first performance report on the programme budget for 2010-2011 will include information on progress made (para. VIII.32).	Progress in the area of strategic workforce planning is set out in the overview report on human resources management reform (A/65/305) and its addenda.

Brief description of the recommendation	*Action taken to implement the recommendation*
Upon enquiry, the Advisory Committee was informed that the Office of Human Resources Management had initiated a review of the current national competitive recruitment examination cycle and of the way in which the roster was managed. The Committee looks forward to the conclusion of the review and trusts that its findings will be reflected in the proposed programme budget for 2012-2013 (para. VIII.34).	The General Assembly, in its resolution 65/247, approved the young professionals programme to replace and build upon the national competitive recruitment examination. It incorporates lessons learned from the former process with a view to streamlining it. The recommendations of the Secretary-General to reduce the time frame for the national competitive recruitment examination are being implemented within the context of the 2010 national competitive recruitment examination process. It should also be noted that the recommendations from the business process review of the national competitive recruitment examination to shorten the cycle were, or are being, implemented for the 2010 national competitive recruitment examination, which is enabling the process cycle to be reduced. Appropriate administrative issuances on the subject, which will be subject to established consultative procedures, are being prepared.
The Advisory Committee was informed that it had been particularly difficult to find staff with the requisite level of seniority to serve on central review bodies at the regional commissions, which contributed to delays in the filling of posts. To address that situation, the Office of Human Resources Management had decided to implement a single "virtual" central review body for all the regional commissions, thereby reducing the number of participants required and obviating the need for costly and time-consuming travel. It was hoped that the virtual body would be up and running by the end of 2009. The Committee encourages the Office to expedite the implementation of this initiative and looks forward to receiving more detailed information on its functioning in a future submission (para. VIII.35).	Virtual meetings have been implemented for all three New York bodies. The regional commissions are fully set up and trained in Inspira but cannot commence virtual meetings pending the promulgation of the Secretary-General's bulletin on central review bodies, which is expected shortly.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee is supportive of initiatives designed to address the Organization's staffing needs, enhance the career opportunities of staff and improve performance. It notes that the results of the VINE pilot project, which is a strictly voluntary exercise, should in no way prejudice the outcome of the comprehensive review of the mobility policy referred to in paragraph VIII.36 above (para. VIII.38).	In compliance with the provisions of General Assembly resolution 63/250 and the request to submit a comprehensive mobility policy, broad principles on mobility and career development are being developed through the Staff-Management Coordination Committee working group on career development and mobility. The working group will submit its recommendations to the Coordination Committee in June 2011. In this regard, VINEs will continue to constitute an integral component of the mobility framework, fostering greater mobility on a voluntary basis across the Secretariat. As a follow up to the VINEs pilot exercise (2008-2009), an expanded VINEs II was launched in June 2010, which includes participation of staff from field operations, demonstrating an integrated Secretariat concept. VINEs II is being implemented across all eight job networks. Furthermore, consultations are ongoing to invite programmes and funds to participate in VINEs II within selected job networks.
The Advisory Committee welcomes the emphasis placed by the Office on the monitoring of delegated authority for human resources management and expects that measures will be introduced to ensure that those to whom delegated authority has been granted are held accountable for their decisions. Future budget proposals should reflect, to the extent possible, the procedures in place for the delegation of authority for human resources management (para. VIII.42).	With regard to the scorecard as a tool to monitor delegated authority (see A/65/305, paras. 147 to 152), it should be noted that overall efforts to define and ensure accountability are under development by the Office of the Under-Secretary-General for Management.
The Advisory Committee sees merit in the Secretary-General's decision to streamline the Office's information technology functions by grouping all the relevant expertise together in a single organizational unit. The Committee notes that during the biennium 2010-2011, the Office intends to implement a number of significant information technology initiatives (see paras. VIII.45 and VIII.46 below) and, in that regard, emphasizes the importance of full cooperation and coordination with the Office of Information and Communications Technology in order to avoid duplication of work and maximize efficiencies (para. VIII.44).	The Office of Human Resources Management has in place a number of service level agreements with the Office of Information and Communications Technology to ensure that efforts and work are not duplicated.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee notes from the budget document that, in addition to the talent management system, the Office of Human Resources Management intends to introduce various other initiatives that rely heavily on information and communications technology, such as the new electronic Human Resources Handbook (see A/64/6 (Sect 28C), para. 28C.29 (c) (i) e), the United Nations Virtual Academy (ibid., para. 28C.53 (b) (i) c.iv), a new reporting and data warehouse system (ibid., para. 28C.67 (a) (i)), and the Learning Management System (ibid., para. 28C.67 (b) (ii) c). The Committee requested, but did not receive, detailed information on the status of those initiatives, including an indication of the resources, financial and human, required for their implementation. That information should be provided to the General Assembly at the time of its consideration of section 28C of the proposed programme budget for the biennium 2010-2011 (para. VIII.46).	This recommendation was handled at the time of consideration by the General Assembly of the proposed programme budget for the biennium 2010-2011. With reference to the recommendations of the Advisory Committee on the proposed programme budget for the biennium 2010-2011 for the Office of Human Resources Management, please find below detailed information on the status of the four initiatives that rely heavily on information and communications technology, including an indication of resources required for their implementation: (a) New electronic human resources handbook (see A/64/6 (Sect. 28C), para. 28.29 (c) (i) e) The full development of a new electronic human resources handbook has been postponed, and no additional resources have been requested in the regular budget. Support account funds for 2009/10 for consulting services and software ($115,000) will support the development of a talent management handbook, for possible future expansion to a more comprehensive human resources handbook (b) United Nations virtual learning platform (ibid., para. 28C.53 (b) (i) c.iv) The United Nations virtual learning platform project is currently being implemented through the regular budget and the support account, as the Office of Human Resources Management migrates existing course content from various Headquarters Departments (including the Department of Field Support) to the new e-platform. The virtual learning platform will be a part of the new learning management system under the talent management Inspira project. Training on the e-learning platform will be conducted, in part, with the roll-out of the learning management system, as part of the talent management project.

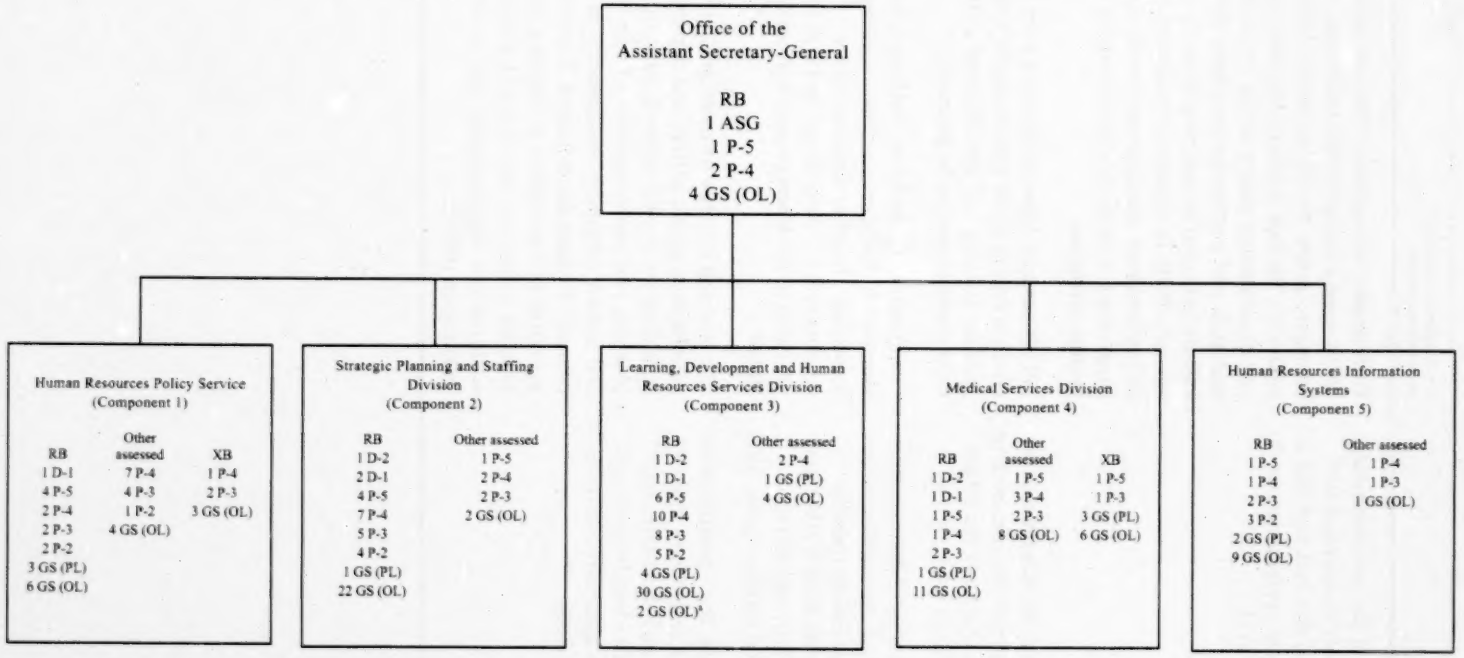
Brief description of the recommendation	*Action taken to implement the recommendation*
	(c) New reporting and data warehouse system (ibid. para. 28C.67 (a) (i))
	The talent management data warehouse project is currently being implemented through the regular budget and support account. The Data Warehouse Project Manager position (P-4) in New York and some consulting and software services are being funded under the support account funds for 2009/10 and have been proposed to be continued in 2010/11, and an Information Systems Officer post (P-3) is funded through the regular budget in the bienniums 2008-2009 and 2010-2011.
	(d) Learning management system (ibid., para. 28C.67 (b) (ii) c)
	Regular budget resources for the biennium 2006-2007 for "investing in people" are being used in support of talent management systems design, development and contractual services, which includes the learning management system component. Regular budget resources for the biennium 2008-2009 for training have also been made available to fund the learning module under the talent management vendor contract. Regular budget resources for the biennium 2010-2011 will continue to support the Inspira project, including the learning management system, through contributions to travel and consultant costs.
	Resources from the support account for 2008/09 and 2009/10 are funding talent management development, maintenance and hosting, including for the learning management system.
The Advisory Committee encourages the Secretary-General to continue to explore the possibility of using commercially available data for local salary surveys with a view to reducing the cost, in terms of both human and financial resources, of conducting them (para. VIII.50).	This matter falls under purview of the methodology for conduct of salary surveys. It is being considered by, inter alia, the International Civil Service Commission in its current review of both Headquarters and non-Headquarters salary survey methodologies. The Office of Human Resources Management is represented at the meetings during which the proposed methodologies are discussed and will keep abreast of developments. The International Civil Service Commission will consider the issue at its seventy-second session.

Brief description of the recommendation	*Action taken to implement the recommendation*
In paragraph 28C.50 of the budget document, the Secretary-General indicates that, during the biennium 2010-2011, the Learning, Development and Human Resources Services Division will efficiently deliver administrative services to staff at Headquarters. The Advisory Committee notes, however, that while the logical framework includes a list of outputs relating to staff administration at Headquarters (ibid., para. 28C.53 (b) (iii)), it does not provide any indication of how the Division intends to fulfil its responsibilities in that regard. Future budget submissions should include more detailed information on this aspect of the Office's activities, including the measures taken to streamline and simplify procedures, and, where relevant, an indication of projected efficiencies (para. VIII.53)	In the proposed programme budget for the biennium 2012-2013, an output has been included regarding streamlining procedures and ensuring consistency in the application of all human resources entitlements in the context of the introduction of Umoja.
Given the ongoing expansion of the Organization's field activities and the challenging conditions in which mission staff are often expected to live and work, the Advisory Committee recommends that, during the biennium 2010-2011, the Medical Services Division devote particular attention to the development and implementation of welfare and psychosocial programmes for staff serving in the field (para. VIII.54).	The Staff Counsellor's Office (Medical Services Division) has implemented a psychosocial support programme for field deployed staff, including the following: • Mission readiness training sessions for staff going on missions; • Pre- and post-mission assessments, with support to ease staff integration on arrival, and reintegration on return • Ongoing cooperation with and support of Staff Counsellors in the field • Coordination and conduct of psychosocial trainings for staff and managers in Haiti.
The Committee trusts that the review will address the issue of the placement of the Medical Services Division within the Office of Human Resources Management, including, in particular, the differences between the functions carried out by the Division and other parts of the Office and the need for patient confidentiality. The outcome of the review should be reported to the General Assembly and, where appropriate, reflected in the next budget submission (para. VIII.55).	The Joint Inspection Unit conducted its review of United Nations medical services in its 2010 workplan, and their draft report indeed addresses the placement of the Medical Services Division within the Office of Human Resources Management, among other issues. The report of the Joint Inspection Unit is still being circulated for comment among participating organizations, and is expected to be submitted to the General Assembly in the main part of its sixty-sixth session, in 2011.

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors (A/65/5 vol. I)	
The Board recommends that the Administration assess the need to update the set of competencies in order to: (a) adapt competencies to the current requirements of the Organization; (b) clarify the definition of competencies and levels; and (c) introduce competencies in relation to technical expertise apart from behavioural and managerial competencies (para. 366).	A project to update and revise the existing competency model has been launched and it is anticipated that a revised competency framework will be developed in 2011 based on the data collection process to be undertaken.
The Board recommends that the Administration appraise the functioning of recruitment panels and review the features of the training in competency-based recruitment (obligation to attend, duration and content) (para. 372).	The Office of Human Resources Management regularly assesses and updates the competency based interviewing programme based on changes in policy and feedback from participants. In 2011, it is foreseen that a revised competency framework will be completed, and the competency based interviewing programme will be revised accordingly in 2011-2012. With regard to recruitment panels, the new staff selection system policy set out in the relevant administrative instruction (see ST/AI/2010/3) contemplates the creation of assessment panels which would assess the qualifications and background of candidates for advertised positions. With regard to composition and functioning of the assessment panels (panels of experts), details on the roles and responsibilities of the panels as well as the profile of panel members have been drawn up and are included in the instructional manual for hiring managers. Hiring managers are required to ensure that all assessment panels are composed of staff members who hold an appointment other than a temporary appointment, serve at the same or at a higher level than that of the job opening, and should normally not be the current/temporary position.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommends that the Administration ensure that all officials likely to appraise staff receive adequate training to this end, and that all other staff be given a general presentation on the appraisal interview (para. 377).	Performance management training sessions are continuously being offered to all staff and managers across the Organization. Within the context of the new performance management and development policy, a new set of briefing materials and workshops have been developed and are being rolled out progressively since January 2010. In addition, mandatory training on performance management for all managers/supervisors is being introduced during the current biennium.
The Board recommends that the Administration assess its total training expenditure, irrespective of the nature of this expenditure and the origin of the corresponding resources (para. 383).	All offices and departments have been asked to confirm details of all extrabudgetary funds used for training and development so that the total expenditure can be assessed.
The Board recommends that the Administration draw up a schedule by which the staff members who have not taken the mandatory training programs be committed to do so in a close time limit (one year or 18 months), and that the effective implementation be verified (para. 387).	Completion of mandatory training is one of the elements in the human resources management scorecard. Heads of department are accountable for compliance and reports provided to the Management Performance Board.
The Board recommends that the Administration ensure that all departments and offices draw up and document a medium- and short-term staff training strategy that would identify needs and objectives, and carry out a qualitative analysis of the results obtained (para. 390).	The learning strategy foresees greater coordination across offices and departments, including via the job network, as well as planning and implementation of substantive and technical training requirements in the context of career development. These training activities will be subject to ongoing evaluation in order to confirm the level of learning achieved and the subsequent application of that learning on the job.

Office of Human Resources Management
Organizational structure and post distribution for the biennium 2012-2013


Office of the Assistant Secretary-General
RB
1 ASG
1 P-5
2 P-4
4 GS (OL)
Human Resources Policy Service (Component 1)
RB: 1 D-1, 4 P-5, 2 P-4, 2 P-3, 2 P-2, 3 GS (PL), 6 GS (OL)
Other assessed: 7 P-4, 4 P-3, 1 P-2, 4 GS (OL)
XB: 1 P-4, 2 P-3, 3 GS (OL)
Strategic Planning and Staffing Division (Component 2)
RB: 1 D-2, 2 D-1, 4 P-5, 7 P-4, 5 P-3, 4 P-2, 1 GS (PL), 22 GS (OL)
Other assessed: 1 P-5, 2 P-4, 2 P-3, 2 GS (OL)
Learning, Development and Human Resources Services Division (Component 3)
RB: 1 D-2, 1 D-1, 6 P-5, 10 P-4, 8 P-3, 5 P-2, 4 GS (PL), 30 GS (OL), 2 GS (OL)[a]
Other assessed: 2 P-4, 1 GS (PL), 4 GS (OL)
Medical Services Division (Component 4)
RB: 1 D-2, 1 D-1, 1 P-5, 1 P-4, 2 P-3, 1 GS (PL), 11 GS (OL)
Other assessed: 1 P-5, 3 P-4, 2 P-3, 8 GS (OL)
XB: 1 P-5, 1 P-3, 3 GS (PL), 6 GS (OL)
Human Resources Information Systems (Component 5)
RB: 1 P-5, 1 P-4, 2 P-3, 3 P-2, 2 GS (PL), 9 GS (OL)
Other assessed: 1 P-4, 1 P-3, 1 GS (OL)

Abbreviations: RB: regular budget; Other assessed: support account for peacekeeping operations; XB: extrabudgetary; GS (PL): General Service (Principal level); GS (OL): General Service (Other level).

[a] Inward redeployment comprising the staff complement of the Personnel Records Unit (previously under the Strategic Planning and Staffing Division).

Annex

Outputs produced in 2010-2011 not to be carried out in the biennium 2012-2013

A/64/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
28A.21 (a) (i)	Informal consultations of the Fifth Committee	10	The number of informal consultations with the Fifth Committee depends on the number of reports the Office of Human Resources Management has responsibility to prepare. As the number of reports to the Fifth Committee is expected to decline in 2012-2013 biennium, the number of informal consultations has been reduced by 10.
28A.21 (a) (i)	Formal meetings of the Committee for Programme and Coordination	2	The number of formal consultations to the Committee for Programme and Coordination depends on the number of reports the Office of Human Resources Management has responsibility to prepare. As the number of reports in the biennium is one, only one formal meeting is required.
28A.21 (a) (i)	Informal consultations of the Committee for Programme and Coordination	4	The number of informal consultations to the Committee for Programme and Coordination depends on the number of reports the Office of Human Resources Management has responsibility to prepare. As the number of reports is one in the biennium, two informal meetings are required.
28A.21 (a) (ii)	Reports of the Secretary-General concerning the review of the efficiency of the administrative and financial functioning of the United Nations	2	This report is subsumed in the biennial programme performance report and the annual budget performance reports.
28A.21 (a) (ii)	Biennial report on United Nations system-wide management improvement	1	This report has been subsumed by the reports prepared by the United Nations System Chief Executives Board for Coordination.
	Total	**19**	